412th Test Wing

"Warriors Committed to Readiness and Quality Supp

U.S. AIR FORCE

Manage Projects and Bid and Proposal Process Implementation

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Integrity - Service - Excellence

Outline

Outline
Report Card
Standard
Transform
Goals
ETDBW
Processes
Accomplish
Measurements
Challenges
Schedule
Summary

- Test Wing Report Card
- TW Standard and Goals
- Transforming the TW
- Transformation goals
- Easy to do business with
- Processes
- Accomplishments
- Measurements
- Challenges
- Schedule
- Summary

Our Report Card

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- **Test and Evaluation**
  - Unparalleled products and services
  - Number One program in the AF (F-22)
  - New opportunities (CV-22, JSF, ABL)

A+

- **Running the business**
  - Costs too much
  - Takes too long
  - Unreliable commitments

C-

412 Test Wing
Standard & Goals

412 TW

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We will meet our commitments to serve the Warfighter--on time, every time
Provide an Opportunity to Learn & Grow
Focus on Our Mission/Connect With Warfig
Improve Business of Test
Reinvent Test & Evaluation
Automate With Information Technology

Transform the Test Wing

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- **Reengineer our processes**
  - **Standard practices across Wing**
  - **Organize according to process**
  - **Eliminate low[illegible]added work**

- **Definition of Reengineering**

"The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in

Future End State

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- **Know and understand our capacity**
- **Schedule work into system to insure we can meet committed dates**
- **Be able to provide quantifiable impacts to unexpected work (e.g. F-22 surge)**
- **Customers who can bank on our cost and schedule estimates (meets their cycle time requirements)**
- **Proactive management of projects and resources**
- **Employees rate the organization high with respect to quality of work life**

Goals for Transformation

- **Test Wing: We will meet our commitments to the customer on time, every time**

- **New process goals:**
  - **Bid and Proposal**
    - **Reduce cycle time for proposal development**
    - **Highly accurate cost and schedule estimates**
  - **Project management**
    - **Meet customer need date**
    - **Deliver full project content**
    - **Accomplish project within budget**
    - **Accomplish 25% more project work with same number of project managers**

Be an organization that is easy to do business wi

ETDBW

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- **Single organization with customer focus**
- **Support customer segmented operations**
- **Anticipate customer's needs**
- **Project Manager provides seamless experience for the customer**
- **Implementing tools to allow customer insight into project status**
- **Customer centric measures using balanced scorecard**

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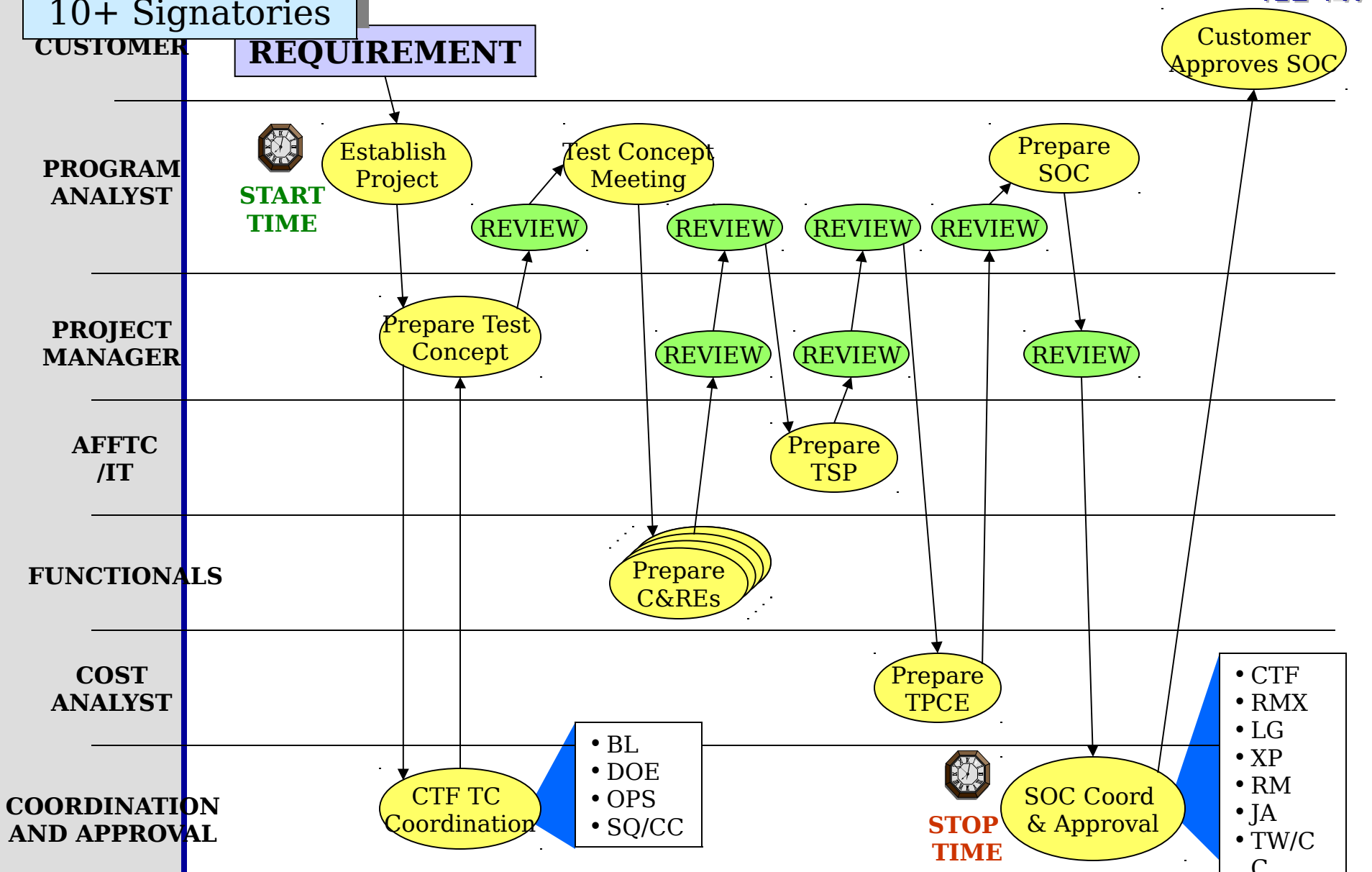
Processes

Process = 300+ Steps
16+ Handoffs
10+ Signatories

PID/SOC Process
(AS-IS SIMPLIFIED)

Average Time = 60 Days

412 TW

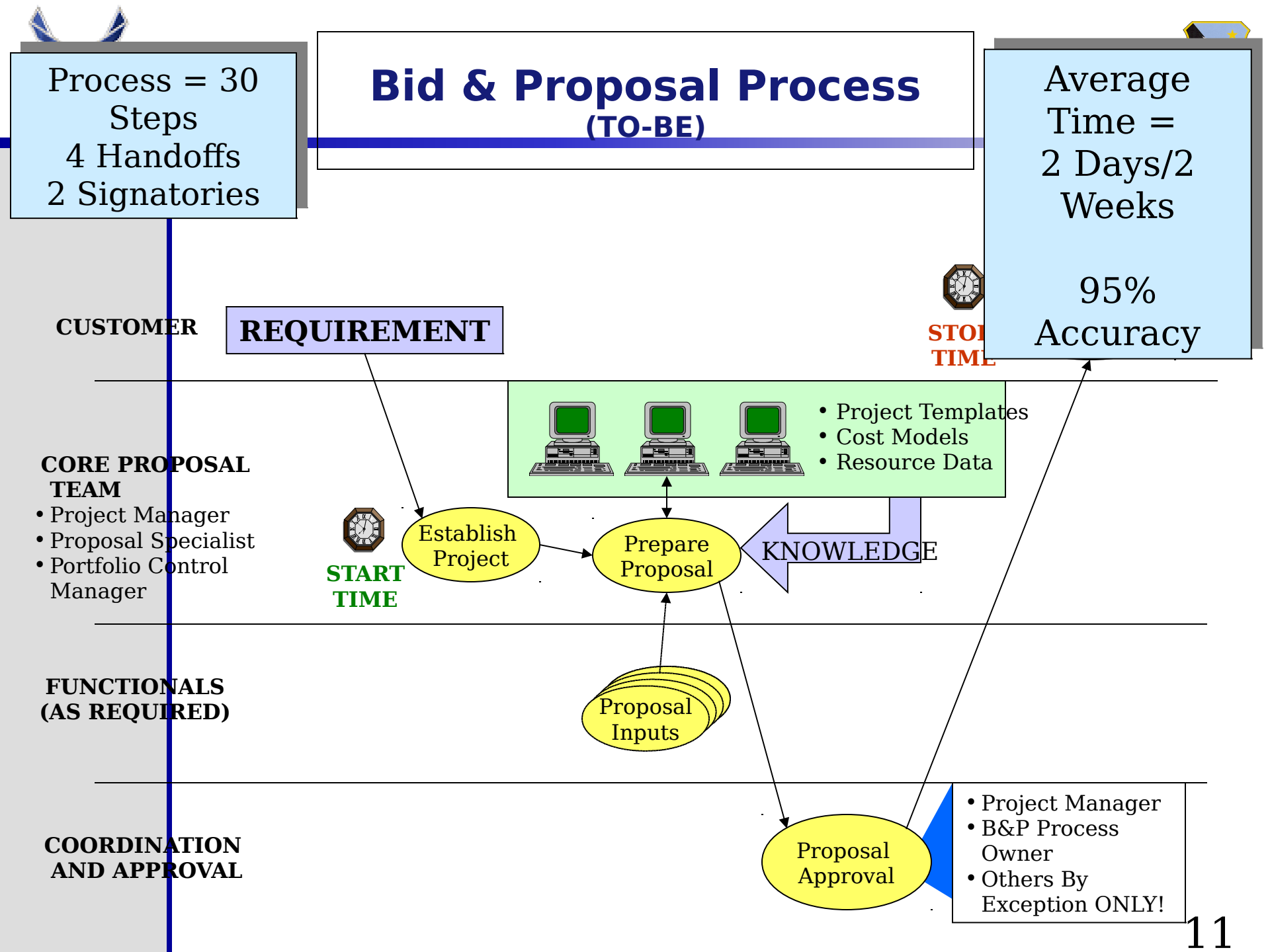


Bid & Proposal Process
(TO-BE)

Process = 30 Steps
4 Handoffs
2 Signatories

Average Time = 2 Days/2 Weeks

95% Accuracy



B&P Attributes and Expected Results

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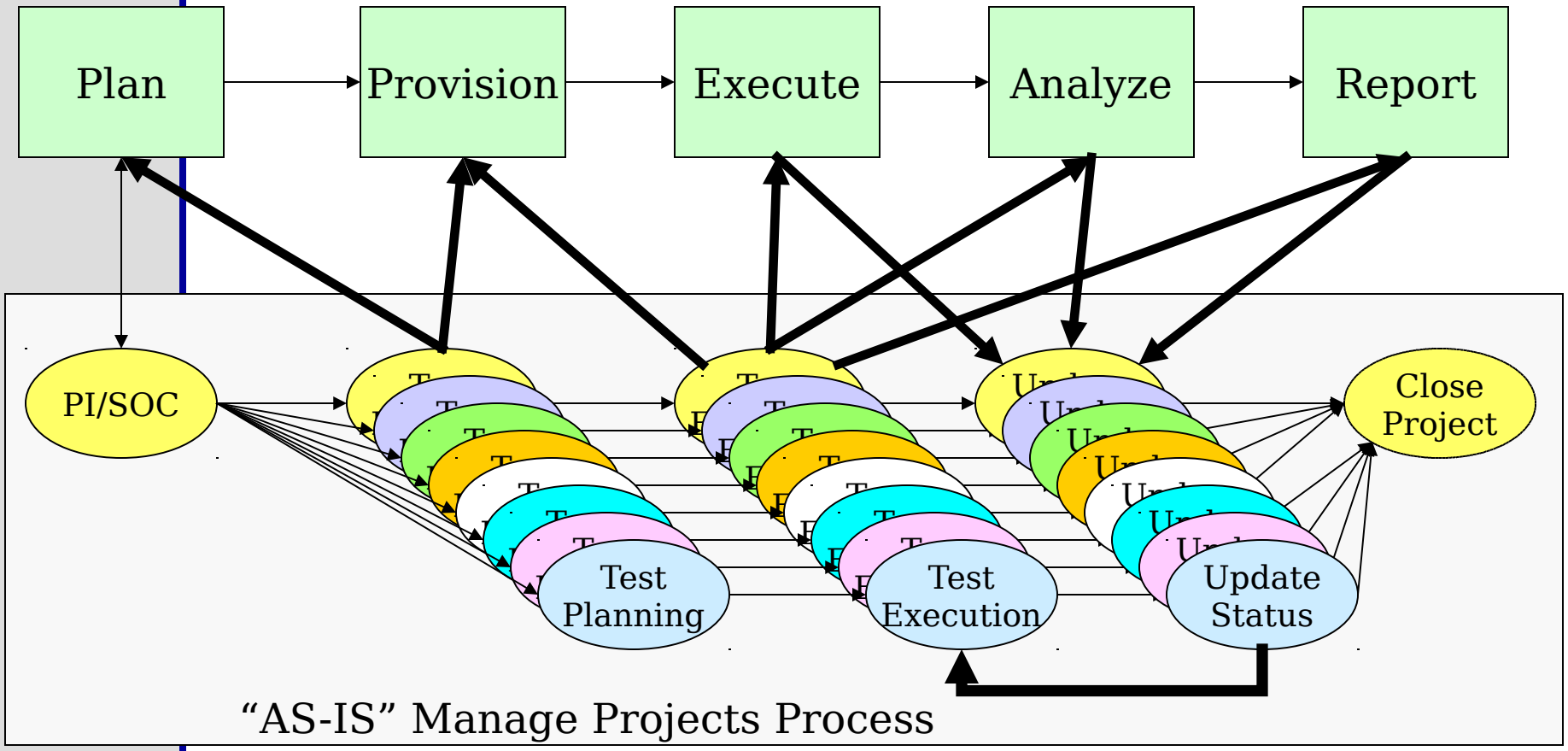
- **Process Attributes:**
  - **Collocated, Trained Proposal Team**
    - **Efficient Use of Expertise When Required**
  - **Use of Models and Templates to Improve Quality**
  - **IT Enabled**
- **Expected Results:**
  - **75% Reduction in Cycle Time**
  - **Higher Confidence in Customer Commitments**
  - **Increased Customer Satisfaction**

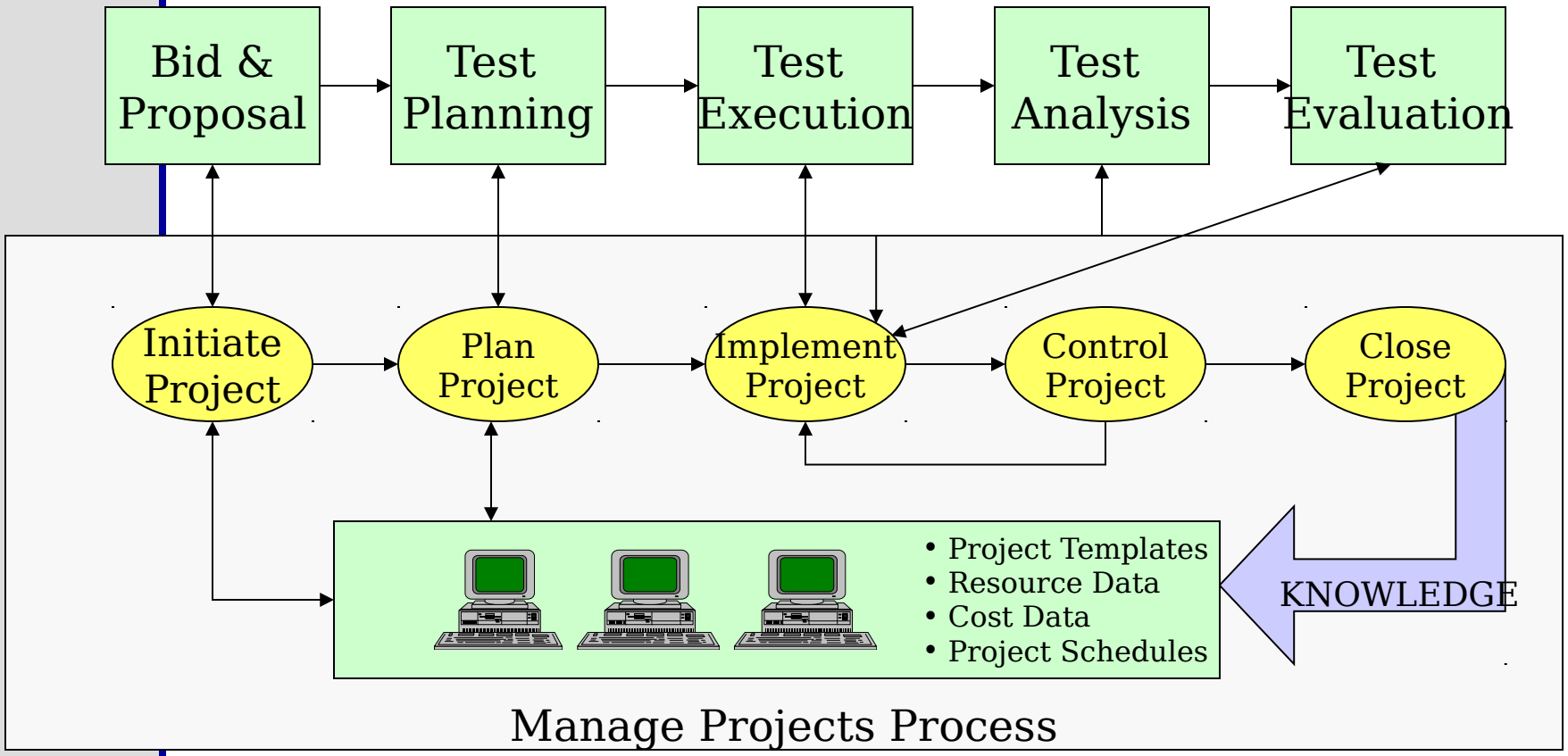
Manage Projects Process
(AS-IS, SIMPLIFIED)



No Common Manage Projects Processes!!
Little Emphasis on Efficient Resource Planning or Utilization_

Manage Projects Process
(TO-BE)

412 TW



One Common, Flexible Process!!!
Centralized Manage Projects Process Enables Maximum
Resource Efficiency Across Entire AFETC

MP Attributes and Expected Results

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- **Process Attributes:**
  - **Common Training**
  - **Career Track and Community of Practice**
  - **Common Technique (Critical Chain)**
    - **Standard Measurements and Control Rules**
    - **Synchronization of Projects**
- **Expected Results:**
  - **95% Confidence for Cost, Schedule, Performance**
  - **Increased Project Throughput (~25%)**
  - **Increased Customer Satisfaction**
  - **Easy to Do Business With (ETDBW)**

Accomplishments

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- Incrementally implementing new processes
- Converted over 20 projects in TOC PM tool
- Trained over 120 on using new tool
- Reduced Bid and Proposal times to 23 days
- Ready to deploy across TW

Process Measurements (in work)

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- % of projects completed on time
- % of project content delivered
- % of projects delivered at or below cost estimate
- % of proposals delivered by customer desired date
- % accuracy of proposals cost and schedule

- **Deliver what the warfighter wants when the warfighter wants it!**

Challenges

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- **Funding for transformation efforts competes with funds for operations**
- **Personnel to support implementation need require training and must be dedicated**
- **Change management: implementing new processes and tools is easier said than done. Requires dedicated effort to keep workforce informed**

The Schedule

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- **Finish implementing TOC PM at initial 2 test forces by end of Nov 02**
- **Convert remaining projects to TOC PM by end of FY 03**
- **Implement new customer feedback process in FY 03**
- **Finish implementation of standard training for PMs**
- **Issue new bid and proposal process for medium and large projects in FY03**
- **Fully operational in FY04**

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- **Transformation of 412th Test Wing is well underway**
- **Implementation of new manage projects and bid and proposal process in ongoing**
- **New software tool being institutionalized**
- **New processes align and support transformation initiatives ongoing within the AF and AFMC**

QUESTIONS?